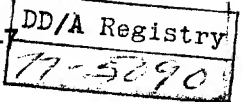
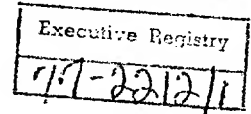


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13 SEP 1977



MEMORANDUM FOR: Acting Deputy Director for Administration
FROM : John F. Blake
Acting Director of
Central Intelligence
SUBJECT : Discussion of Creativity, Controls, and
Ethics in Midcareer Course No. 57 (U)
REFERENCE : Your memorandum, Same subject, dated 30 August 1977

1. (U) Thank you for sharing with me the ideas and recommendations submitted by Midcareer Course No. 57. It is discussions such as these that help us to evaluate present practices and implement better ones. I regret that I'm unable to meet the group in person but I do want to share my views on several issues.

2. (U) First, I want to assure the group that the Agency is fully committed to the U.S. Government's policy to protect human rights. We believe that human rights should be a significant factor in our foreign liaison relationships and we have taken steps to ensure that employees are aware of our commitment. A number of guidelines have been sent to our field stations. I call the group's attention particularly to Book Dispatch 11143, dated 31 January 1977; DIRECTOR 058901, dated 30 June 1977; DIRECTOR 034201, dated 12 May 1977 (attached).

3. (U) Secondly, we, too, are concerned about the effectiveness of our Fitness Report system. A task force composed of representatives of the four Directorates, Office of DCI, OMS/PSS, OP/Review and a consultant currently is making a study of our system. This task force is conducting in-depth interviews with approximately 45 employees in each Directorate and O/DCI as well as consulting with other Government agencies. I expect their report in November or December.

4. (U) Third, concern is expressed that some of the group feel that they have a "moral right" to go to the media if a matter with which they dissent is not resolved to their satisfaction. I believe that there are mechanisms within the Agency and the Executive Branch to adequately handle such dissent.

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5. (U) Executive Order 11905 on "United States Foreign Intelligence Activities" establishes an Intelligence Oversight Board composed of three members from outside of Government. This Board must report at least quarterly to the Attorney General and President on its findings. The Executive Order also establishes responsibilities for the General Counsels and Inspectors General in the Intelligence Community; these officers must report to the Board "any occasion on which they were directed not to report any activity to the Oversight Board by their agency or department heads."

6. (U) I do not believe that individual employees should decide alone what the policies of the Agency or Intelligence Community should be. When employees disagree with Agency management, I would hope that they would want to take their dissent to a body which has no vested interest in the outcome; but has full access to all relevant facts and has an official responsibility to interest themselves in the matter. The media could surface the problem for its news value but would not have the facts to resolve the problem impartially. The Oversight Board has such capability. It has access to information in all agencies of the Intelligence Community. The members would be able to evaluate the total picture and take a reasoned position, or recommendation to the President. I urge the group to follow these established procedures.

7. (U) I am pleased that our middle and senior level training courses are providing the opportunity for employees to discuss fundamental ethical and moral issues that confront all of us in our profession. After there has been sufficient time to allow for a number of these discussions, I will be interested in a review of the results of the courses and an evaluation of the ideas and suggestions.


John F. Blake

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Attachments:

Book Dispatch 11143, dtd 31 Jan 1977
DIRECTOR 058901, dtd 30 June 1977
DIRECTOR 034201, dtd 12 May 1977

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S E C R E T

ORIGINATOR'S REQUEST FOR HQS. PROCESSING

INDEXING REQUESTED -

NO INDEXING

APERTURE CARD REQUESTED

FROM, Chief. [REDACTED]

SUBJECT: [REDACTED] e Human Rights Factor in Foreign Liaison Relationships

ACTION REQUIRED - REFERENCES

WARNING NOTICE SENSITIVE INTELLIGENCE SOURCES AND METHODS INVOLVED

Action Required: See paragraph five

Reference : DIR 831912, 29 March 1976

1. Stations and Bases are well aware of the U.S. government's deep concern for the protection of human rights as well as legislation which has tied U.S. security assistance to a given country's performance in observing human rights.

2. The purpose of this dispatch is to acquaint the field with developments at Headquarters in what for years has been a constant yet undefined concern within the Organization, the protection of human rights. Over the years, stations and individual case officers have exerted a measure of restraint upon military and security services with which liaison has been maintained and upon individuals who have security responsibilities. In that vein, the [REDACTED] described below reflect a continuing process of which reference is a part, and provide specific guidelines for Headquarters's reporting and for actions to be taken by [REDACTED] personnel in the defense of human rights. 25X1A

3. There is a growing body of information on the violation of human rights in the world today. In the past, most of this information has been compiled and reported by various private groups. Now, as a result of Congressional interest in the situation in countries which are the recipients of security assistance from the U.S., the State Department has conducted surveys in selected countries, and on request provides statements to the Congress on the status of civil rights in certain countries. It is important for the conduct of U.S. foreign policy that the record be as full and accurate as possible since conclusions drawn on the data available may well affect intergovernmental and liaison relationships.

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RECORD COPY - 8 FEB 1977

CROSS REFERENCE TO

DISPATCH SYMBOL AND NUMBER

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Book Dispatch - 11143

31 January 1977

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Book Dispatch - 11143

4. As noted in [REDACTED] quoted below, as human rights implications on liaison relationships become evident, "In each case the record of violations will be weighed against imperatives of national interest." The Department of State shares this pragmatic outlook.

5. The two notices are as follows:

[REDACTED] dated 11 November 1976

HANDLING OF INFORMATION ON VIOLATIONS
OF HUMAN RIGHTS BY FOREIGN GOVERNMENTS OR INDIVIDUALS

1. Elements of [REDACTED] must be continually alert to indications that foreign governments or individuals have taken, are taking or plan to take actions which constitute gross violations of internationally recognized human rights, including torture or cruel, inhuman or degrading treatment or punishment, prolonged detention without charges and trial, or other flagrant denials of the right to life, liberty and the security of the person. All operational and intelligence reporting touching on these topics shall be reviewed by the appropriate division or staff chief, or his designee, for the purpose of detecting such actions. Upon discovering that such actions are being taken or about to be taken, the division or staff chief shall determine if it is possible, considering the totality of [REDACTED] interests and objectives in the country, for the [REDACTED] to use the information to prevent or divert the action. In those situations where the division or staff chief believes it is possible or proper for another element of [REDACTED] to use the information to prevent or divert the action, the information should be forwarded to that element in the most expeditious manner available. In those situations where the division or staff chief believes that no action can be taken either because of the absence of a channel or because reference to the matter or use of the information would compromise either the source or the method used to obtain the information, the Deputy Director of [REDACTED] shall be so advised. The Deputy Director of [REDACTED] or the Associate Deputy Director of [REDACTED] or his designee, will then make the final determination as to what action should be taken and will make the final decision concerning the protection of the source or method.
2. The already established [REDACTED] procedures for the rapid dissemination of information concerning impending international terrorist acts as well as information concerning or affecting the physical security of [REDACTED] personnel and installations abroad and foreign diplomatic personnel and installations in [REDACTED] remain in effect. If time does not permit division or staff chiefs to review such information before it is disseminated, a review will be conducted as soon as possible after the appropriate dissemination is made.
3. In all matters referred to in paragraphs 1 and 2 above, a written report will be made for the record with an information copy for [REDACTED] of action taken by the division or staff chief, or of actions resulting from recommendations made by [REDACTED]. This report should be brief and may include reference to an intelligence dissemination. The division or staff components should maintain a central file on memoranda and reports dealing with this topic. An information copy of all such memoranda and reports will be forwarded to Chief, [REDACTED] has been designated as the central repository for all such correspondence within [REDACTED]

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[REDACTED] dated 11 November 1976

THE HUMAN RIGHTS FACTOR IN FOREIGN LIAISON RELATIONSHIPS

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1. [REDACTED] requires that the approval of Deputy Director of [REDACTED] be given for the exploration, development, or establishment of any [REDACTED] liaison and intelligence exchange relationship abroad or [REDACTED] or for a major change in a relationship. A consideration in any liaison relationship is the Deputy Director's determination that it contributes to or supports the objectives of [REDACTED]
2. [REDACTED] provides for specific handling of reports of violations or planned violations of human rights by foreign governments or individuals. The purpose of this notice is to alert component chiefs that [REDACTED] policy is to consider the record with respect to human rights when a determination regarding the nature and extent of each liaison is made at Headquarters. In those instances where there is clear evidence of gross violation of basic human rights on the part of intelligence or security services, a review will be made to determine if the scope and nature of our relationship with those services should be modified. In each case the record of violations will be weighed against imperatives of national interest. Efforts by personnel in direct contact with foreign intelligence and security services to convey, appropriately, this policy of [REDACTED] may have a salutary effect25X1A in improving respect for human rights in countries where the liaison with [REDACTED] is important to the host country. Additionally, personnel of [REDACTED] will not participate, directly or indirectly, in violations of human rights.
3. [REDACTED] will assist the Deputy Director of [REDACTED] in making25X1A periodic reviews of liaison relationships, taking into account all factors that have a bearing on Organizational interests. This will be done in coordination with all Directorates as applicable. To comply with this responsibility, [REDACTED] will collect25X1A information pertinent to liaison relationships, corresponding through area components with field stations and bases as necessary.
6. Action indicator, [REDACTED], has been assigned to the reporting of human rights violations and actions recommended or taken by [REDACTED] to ameliorate or correct the problem. Please use the [REDACTED] indicator on this and other correspondence on human rights. The file number is [REDACTED]

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HUMAN RIGHTS WORLDWIDE 4

REF: DIRECTOR 034201 , 12 MAY 1977 4

1. REFERENCE URGED ADDRESSEES TO SUPPORT HUMAN RIGHTS WORLDWIDE BY UTILIZING LIAISON AND OTHER FOREIGN GOVERNMENT CONTACTS. IN THIS EFFORT IT IS SUGGESTED THAT YOU DRAW UPON THE FOLLOWING CONCEPTS, WHICH HAVE BEEN APPROVED BY THE STATE DEPARTMENT.4

A. MENTION LEGAL AND INTERNATIONAL COMMITMENTS TO HONOR HUMAN RIGHTS. MOST OF THE OFFENDING GOVERNMENTS ARE PARTIES TO SUCH UNITED NATIONS RESOLUTIONS AS THE UNIVERSAL DECLARATION OF HUMAN RIGHTS (APPROVED IN 1948), THE INTERNATIONAL COVENANT ON CIVIL AND POLITICAL RIGHTS (ADOPTED IN 1966). DISCUSS THE GUARANTEES WHICH THESE DOCUMENTS PROVIDE.4

B. REMIND CONTACTS OF THE ESSENTIALLY APOLITICAL NATURE OF THE CONCERN FOR HUMAN RIGHTS. OFFENDING REGIMES

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OFTEN TRY TO SMEAR HUMAN RIGHTS ACTIVISTS AT HOME AND ABROAD AS SUBVERSIVES SEEKING THE DOWNFALL OF THE RULING GOVERNMENT OR RULING POLITICAL PHILOSOPHY.4

C. OBSERVE THAT THE ABUSE OF HUMAN RIGHTS AND THE FAILURE TO HONOR PERTINENT LAWS AND INTERNATIONAL AGREEMENTS MAY CREATE OBSTACLES TO THE ACHIEVEMENT OF THE OFFENDING GOVERNMENT'S FOREIGN POLICY OBJECTIVES. THIRD WORLD LEADERS MAY BE PARTICULARLY SUSCEPTIBLE TO DAMAGE TO THEIR COUNTRY'S SELF-IMAGE WHICH WOULD AMOUNT TO LOSING FACE BEFORE THE INTERNATIONAL COMMUNITY.4

D. INDICATE THAT ABUSE OF HUMAN RIGHTS WILL NEGATIVELY AFFECT THE CHARACTER OF RELATIONS BETWEEN THE U.S. AND THE FOREIGN GOVERNMENTS IN ALL AREAS.4

2X. HQS WILL CONTINUE TO PROVIDE INFORMATION AND BACKGROUND MATERIALS TO SUPPORT ABOVE GUIDELINES VIA [REDACTED] PRESS COMMENT AND FEATURES. SPECIALLY TAILORED ARTICLES OR BRIEFING PAPERS WILL BE AVAILABLE THROUGH [REDACTED] ON REQUEST BY STATIONS OR BASES.4

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~~3~~ IN ORDER TO MEET OBLIGATIONS FOR PERIODIC REPORTING TO THE SPECIAL ~~COORDINATION COMMITTEE (SCC) ON COVERT ACTION~~ HQS WOULD APPRECIATE ~~ILLEGIB~~

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REFS: A. STATE TELEGRAM 098034 (NC/2180)
B. USIS WIRELESS FILE 4/29
C. BOOK DISPATCH 11143, 31 JANUARY 1977 4

1. ONE OF THE CLEAREST AND MOST AUTHORITATIVE STATEMENTS ON THE HUMAN RIGHTS POLICIES OF THE CARTER ADMINISTRATION WAS SECRETARY VANCE'S SPEECH OF 30 MARCH. THE COMPLETE TEXT OF THE SPEECH IS CONTAINED IN REFERENCE B AND SHOULD BE READ BY ALL HANDS. 4

2. IT IS CLEAR THAT THE DEFENSE OF HUMAN RIGHTS IS A KEY ELEMENT IN THE FOREIGN POLICY OF THE CARTER ADMINISTRATION AND HAS AND WILL CONTINUE TO HAVE A FUNDAMENTAL BEARING ON RELATIONS BETWEEN THE U.S. GOVERNMENT AND INDIVIDUAL NATIONS. AS THIS POLICY HAS BEEN IMPLEMENTED BY THE U.S. GOVERNMENT, STATIONS HAVE DISSEMINATED INFORMATION REPORTING BOTH FAVORABLE AND UNFAVORABLE REACTIONS TO THIS FACET OF FOREIGN POLICY, WHICH INFORMATION HAS BEEN FOUND HELPFUL TO POLICY MAKERS. PURSUANT TO REFERENCE C, STATIONS HAVE ALSO OCCASIONALLY PRODUCED REPORTS ON SIGNIFICANT

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ACTS OF REPRESSION WHICH FALL WITHIN THE CATEGORY OF GROSS VIOLATIONS OF INTERNATIONALLY RECOGNIZED HUMAN RIGHTS. BOTH TYPES OF REPORTING ARE ENCOURAGED. Y

3. ONE STATION, SINCE THE FORWARDING OF REFERENCE, WAS ABLE TO USE ITS GOOD OFFICES TO BRING ABOUT THE RELEASE OF POLITICAL PRISONERS, AND CIA OFFICERS, OF COURSE, SHOULD NOT LOSE SIGHT OF THE FACT THAT LONG-RANGE AND FAR-REACHING ADVANTAGES CAN BE ACHIEVED THROUGH THE REALISTIC IMPLEMENTATION OF A HUMAN RIGHTS ORIENTED FOREIGN POLICY. IN ANY OFFICIAL OR SOCIAL DISCUSSIONS ABOUT THE MATTER, NO QUESTION SHOULD BE ALLOWED TO ARISE ABOUT CIA'S COMMITMENT TO THIS POLICY. EACH STATION KNOWS WHEN AND HOW IT HAS THE ABILITY TO BRING IMPROVEMENT IN RESPECT FOR HUMAN RIGHTS WHETHER IT BE MINOR TO MAJOR SCALE, THROUGH FRIENDLY AND PROFESSIONAL COUNSEL TO LIAISON OR OTHER GOVERNMENT CONTACTS, WHEN APPROPRIATE, OR THROUGH THE EXERTION OF STATION INFLUENCE AT THE RIGHT TIME AT THE RIGHT PLACE. GENERAL PARTICIPATION IN AN OVERALL MISSION EFFORT MAY BE THE ONLY ALTERNATIVE FOR SOME, AND IN OTHER COUNTRIES NO ACTION MAY BE NEEDED; HOWEVER, SUPPORT OF

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THIS ASPECT OF THE ADMINISTRATION'S FOREIGN POLICY BY FIELD
PERSONNEL IS EXPECTED AND APPROPRIATE REPORTING IS REQUESTED. 4



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File *Training 6*

30 June 77

MEMORANDUM FOR: Acting Deputy Director of Central Intelligence

FROM: Michael J. Malanick
Acting Deputy Director for Administration

SUBJECT: Discussion of Creativity, Controls, and
Ethics in Midcareer Course No. 57 (U)

1. (U/AIUO) As part of the Office of Training's continuous treatment of the subject of Creativity, Controls, and Ethics at courses which lend themselves to discussion of the topic, the latest running of the Midcareer Course (No. 57) has provided the attached report of its deliberations. The class numbered 31 students drawn from all elements of the Agency.

2. (U/AIUO) For this running of the course, the class was divided into four teams, each team having representatives of each Directorate. The teams were provided very brief statements of some aspect of the problem with certain questions put to them for their team to address; the teams met separately and came up with written reports that they presented orally; and they followed this with a discussion, highlights of which have been recorded. This material is included in the four attachments to this memo, each representing the work of a single team.

3. (U/AIUO) Perhaps the most striking point of view to come out of this course discussion is the belief in the power of some superior pressure to command senior attention to dissenting views, a superior pressure that some believed could be brought to bear by giving internal CIA publicity to dissenting views. But five officers believed that if there was no adequate resolution short of it, pressure should be brought to bear by recourse to public exposure through the media. The discussions also included recommendations for

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SUBJECT: Discussion of Creativity, Controls, and Ethics in
Midcareer Course No. 57 (U)

liaison matters, for new channels to assist in resolving constructive dissent, for stimulating creativity, and for placing controls in a perspective that avoids their inhibiting creativity.

4. (U/AIUO) The class members have asked if you would share with them your views on their ideas and recommendations. I can arrange to forward directly to them any comment you may have.

Michael J. Malanick

Attachments:

- 1 - Team 1 Report: Innovation in Liaison (S)
- 2 - Team 2 Report: Creativity and Routine (C)
- 3 - Team 3 Report: Creativity and Controls (C)
- 4 - Team 4 Report: Dissent (S)
- 5 - "Ode to Creativity" - a poem (U)

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- 1 - ER (W/atts)
- 1 - ADDA (w/atts) ✓

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Attachment 5

ODE TO CREATIVITY

(written by one of the Midcareer 57 Teams)

To be creative is oft taken for granted,
If you're a Brahms, a Poe or a Rembranted...
In Elysian fields, a muse may be hid,
To inspire tomorrow's PDB, CIRL, or NID.

We report and write in prose Miltonic,
Of agents run on gins and tonic.
In Maputu, London, Quito, or Madras,
We pledge to create or we'll cover our..

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